

**DEPARTMENT OF
HUMAN RESOURCES**

**2016
ANNUAL REPORT**





ROBERT BENTLEY

GOVERNOR

STATE OF ALABAMA

A LETTER FROM THE COMMISSIONER

Dear Governor Bentley,

Fiscal year 2016 was a year filled with continued progress in the major programs administered by the Alabama Department of Human Resources. Several milestones were reached and federal bonuses were earned by our program areas due to the dedication and professionalism exhibited by our employees across Alabama.

Alabama DHR's Food Assistance Program, which operates the Supplemental Nutrition Assistance Program (SNAP), received a \$3.4 million performance bonus for having one of the best timeliness rates (97.6%) in the nation in FY 2015. The Food Assistance Division was also recognized by the American Association of SNAP Directors for its Alabama Elderly Simplified Application Program (AESAP) by being presented the Distinguished Service Award for the demonstration project aimed at serving low income Alabama citizens over 60 years of age.

A record increase in the collection of child support dollars highlighted the accomplishments of our child support program. Twenty-eight million dollars more than the previous year's total was collected in FY 2016 to bring the total amount collected for the year to nearly \$388 million. The program also increased its paternity establishment total to more than 96% of their 223,000 cases.

I am particularly proud of the success that has been realized in the Fostering Hope Scholarship. In FY 2016, 122 foster youth received support from the scholarship helping them pursue their higher education goals and over \$600,000 in tuition assistance has been distributed to schools for the participating foster youth.

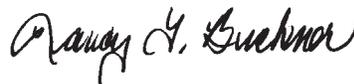
Once again, our commitment to permanency for foster children has resulted in a financial bonus from the U.S. Department of Health and Human Services. Fiscal year 2016's bonus of one million dollars will be used for training, recruitment, and pre-adoptive and post-adoptive services.

In July 2016, Alabama became one of the first states to enact the Protection of Vulnerable Adults from Financial Exploitation ACT. The act mandates that certain investment professionals report suspected financial exploitation to DHR and to the Alabama Securities Commission. The statute provides protection for vulnerable adults who are defined as persons 65 years or older and protected persons.

As I'm sure you know, Alabama has some of the finest social workers in the nation, and in August 2016, one of our adult protective services social workers was selected as the recipient of the Spirit of National Adult Protective Services award. Ms. Suezette Hatten of Coffee County was presented the award in Philadelphia, PA for her compassion and expertise and her efforts to go above and beyond the call of duty when assisting Alabama's vulnerable adults.

Ms. Hatten represents only one of the thousands of DHR employees who do their very best to help our most vulnerable citizens in Alabama. On behalf of all of DHR's employees, I present to you this Fiscal Year 2016 Annual Report.

With warmest regards,



Nancy T. Buckner
Commissioner



SOME BASIC FACTS ABOUT THE Alabama Department of Human Resources

DHR'S MISSION

TO PROVIDE FOR THE PROTECTION, WELL-BEING, AND
SELF-SUFFICIENCY OF CHILDREN AND ADULTS

MAJOR PROGRAMS

The Department of Human Resources' major programs include Family Services, Food Assistance, Child Support, Child Care Services, Adult Protective Services, Family Assistance, and Emergency Welfare Services.

DHR BOARDS

DHR operates under the State Board of Human Resources. The Governor, who serves as Board Chairperson, appoints the board members who serve six-year terms. The State Board approves major administrative actions, including the appointment of the Commissioner. The Board also approves the agency's operating budget.

The 67 County Departments of Human Resources have boards that are appointed by county governments. City governments are involved in the appointment of county board members in a few populous counties.

DIVERSE RESPONSIBILITIES

The Department has some of the most diverse responsibilities of any public or private agency. The agency's number one legal responsibility is to prevent abuse, neglect and exploitation of children and vulnerable adults.

The agency also has a major role in assisting needy families through administration of the Food Assistance Program and the welfare block grant. Support services are provided to help the families become self-sufficient. Approximately one of every four Alabamians are affected directly or indirectly by DHR programs, services or functions.

DHR

REVENUES AND EXPENDITURES

In Fiscal Year 2016, DHR's revenues and expenditures totaled \$1,938,299,740, including more than \$1.26 billion in food assistance benefits. The federal government provided approximately 84% of the agency's funds. Sources of state dollars included the General Fund, the Education Trust Fund, whiskey and beer taxes, and other earmarked taxes.

Most of DHR's federal funding comes through the U.S. Department of Agriculture (USDA) and the U.S. Department of Health and Human Services (HHS).

DEPARTMENT EMPLOYEES

DHR averaged 4,136 employees in FY 2016, most of whom work in county offices. Social workers represent the largest category of DHR staff, although a variety of professions are represented within the agency.



DEPARTMENT HISTORY

The Alabama Department of Human Resources (DHR) was created in August 1935 to administer programs that were part of the Social Security Act. These programs were developed to help Americans suffering through the financial hardships of the Great Depression. The agency's original name was the Department of Public Welfare. In 1955, it was renamed the Department of Pensions and Security. The current name was adopted in 1986. Some programs have changed over the years; however, the agency's primary goal has always been to help people in need.

ALABAMA DEPARTMENT OF HUMAN RESOURCES ANNUAL REPORT

Fiscal Year 2016

October 1, 2015 - September 30, 2016

DHR STATE BOARD

GOVERNOR ROBERT BENTLEY
CHAIRPERSON

MR. WAYNE SELLERS
Vice-Chair

MS. LESLIE D. SANDERS
Secretary

MS. KATHY SAWYER

DR. CHARLES R. NASH

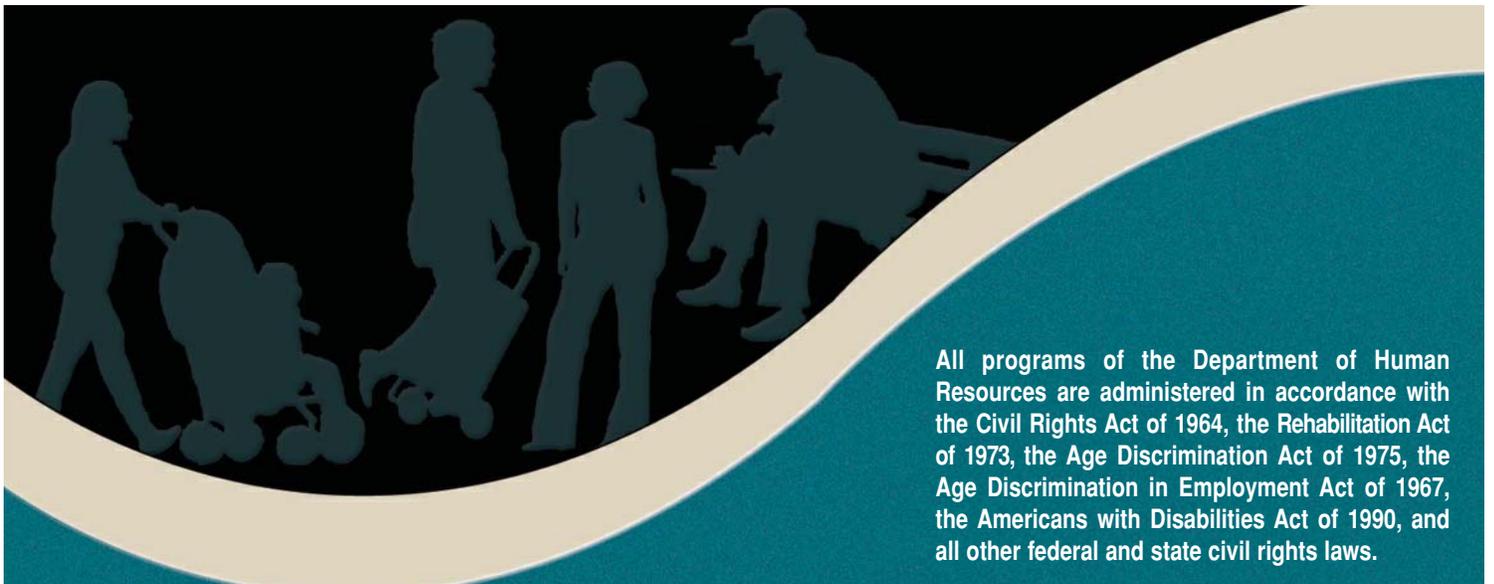
DR. PHILLIP B. HAMMONDS

MS. ELIZABETH C. SMITHART

NANCY T. BUCKNER
COMMISSIONER

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PUBLISHED BY THE ALABAMA DEPARTMENT OF HUMAN RESOURCES, Center for Communications
50 North Ripley Street • Montgomery, Alabama 36104



All programs of the Department of Human Resources are administered in accordance with the Civil Rights Act of 1964, the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Age Discrimination in Employment Act of 1967, the Americans with Disabilities Act of 1990, and all other federal and state civil rights laws.



FAMILY SERVICES

DHR received over \$1 million in Federal Adoption Incentive Award funds

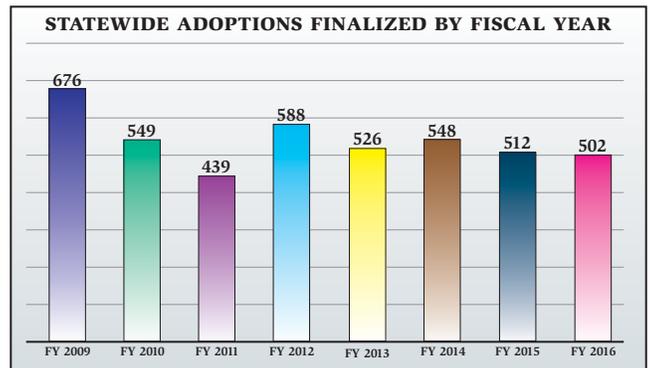
In recognition of Alabama's commitment and success in finalizing foster care and other adoptions, DHR received over \$1 million in Federal Adoption Incentive Award funds for FY 2016 from the U.S. Department of Health and Human Services. These funds will be used to fund the Adoption Therapist Network, regional trainings, recruitment, pre-adoptive and post-adoptive services and child specific needs to remove barriers to adoptive placement based on pre-adoptive needs.

ADOPTION RECRUITMENT

The Department coordinates two *Wendy's Wonderful Kids* programs with funding from the Dave Thomas Foundation for Adoption. This program serves children in Jefferson and surrounding counties, Mobile, Baldwin and other southwest Alabama counties. Since FY 2011, 164 children have been served by these programs and 91 children have achieved permanency through finalized adoptions. The children served by these projects are older children, children with significant special needs, larger sibling groups and other children that historically have been challenging to match.

Kids to Love, a private non-profit foundation, continues to advocate for our foster children. In addition to the weekly Kids to Love features that air on WHNT-TV in Huntsville, children in foster care in Alabama are provided school supplies, Christmas gifts and college scholarships through Kids to Love.

Heart Gallery Alabama has been working with the Department for over ten years photographing and producing videos of children waiting for adoption. In addition to the website that features these children, www.heartgalleryalabama.com presents on-site exhibits at various locations across the state. Heart Gallery Alabama partners with several television network affiliates as well as regional and statewide publications featuring children waiting for adoption. In addition to the Kids to Love and Heart Gallery Alabama sites, Alabama's waiting children are also featured on www.adoptuskids.org, www.adoption.com and the Department's own website, www.dhr.alabama.gov.



Governor Robert Bentley proclaimed November as "National Adoption Month in the State of Alabama".

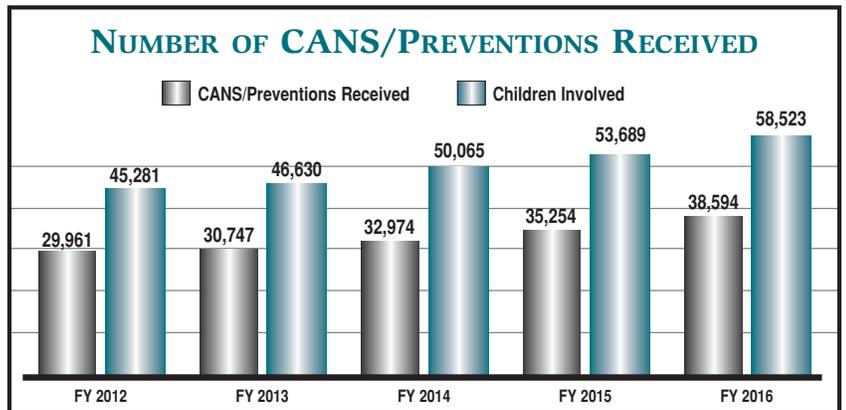
FAMILY SERVICES

Over 33,000 Child Abuse and Neglect Central Registry Clearance Requests Processed in FY 2016

The office of Child Protective Services (CPS) manages the Child Abuse and Neglect (CAN) Central Registry clearance process. The office of CPS received 33,568 CAN clearance requests in FY 2016, a 13% increase over FY 2015. The Central Registry clearance process provides CAN information on potential employees who will provide unsupervised care and supervision for children.

In fiscal year 2016, the office of CPS completed 1,616 Administrative Record Reviews concerning persons allegedly responsible for child abuse and neglect who did not agree with the Departments indicated findings.

The office of CPS is also responsible for the program development of child protective services and provides consultation to county departments. CPS is involved in several committees regarding child abuse and neglect issues. These include, State Child Death Review Committee, Children's Justice Task Force and State Perinatal Advisory Committee.



Fostering Hope Scholarship Awarded to 122 Foster Youth

We currently have 122 foster youth receiving support from the Fostering Hope Scholarship. They are attending 32 different schools in Alabama. Our Fostering Hope mentors have contacted all those recipients and are currently arranging face to face contact with them to review and provide needed supports to assure success. We also have 143 foster youth who are pending high school seniors we are tracking so we can provide support to them as they prepare for post-secondary education.



Governor Robert Bentley proclaimed May as "National Foster Care Month in the State of Alabama".

FAMILY SERVICES

INTERSTATE COMPACT FOR THE PLACEMENT OF CHILDREN

The Interstate Compact on Placement of Children law (ICPC) ensures that children receive the same procedures and services with interstate placements as they would if they had remained in their home state. Compliance with the Interstate Compact procedures, policy and law is provided by the ICPC office within the Family Services Division.

In FY 2016, ICPC staff worked with the 67 county DHR offices, attorneys, child-placing agencies and all other 49 states to ensure safe and legal placements for children during FY 2016 and produced the following data:

- Completed 1,256 referrals
- Processed 172 adoption referrals resulting in safe, legal placements to include special needs state adoption requests as well as independent adoption requests
- Processed 449 foster care requests for licensed placements into the state of Alabama as well as requests to other states to ensure safe, suitable foster homes for children
- Processed 402 relative requests for placing children in approved relative homes in order to maintain important family connections
- Processed 205 parental requests which seek to provide safe and appropriate reunification for children and their parents
- Processed 28 residential placement requests to facilitate counseling and psychiatric treatment for children with mental and emotional behavior problems



Alabama Gov. Robert Bentley joins cabinet members, children and others for an Executive Order signing that creates the Alabama Children's Cabinet at the state Capitol, Tuesday, April 12, 2016, in Montgomery. The Alabama Children's Cabinet will advocate for children in the areas of education, health care, nutrition programs and other needs. (Photo by Governor's Office, Jamie Martin)

FAMILY SERVICES

Independent Living Services

The Independent Living Services (ILP) unit supports the needs and identification of services for older youth to develop skills to live independently and achieve permanency in a more timely manner.

ILP Activities

- Two three day youth camps (150 - ages 14-17 and 150 - ages 17-21) for a total of 300 youth
- The Annual ILP Networking Mini-Conferences for 150 staff/providers
- Twenty-five young people participated in Leadership training
- Seventy-eight youth participated in the 2016 Daniel Memorial Conference in August in Kansas City, Missouri
- Eight Foster Youth participated as Legislative Pages
- ILP Website for staff, foster parents, service providers and youth
- Passage of the Fostering Hope Scholarship provided post-secondary education opportunities to more than 122 adopted or youth in foster care Fall 2016

ALABAMA ONE OF EIGHT STATES SELECTED TO PARTICIPATE IN THE THREE BRANCH INSTITUTE

Alabama was one of eight states selected to participate in the Three Branch Institute as a result of its response to a grant proposal from the National Governors Association, the National Conference of State Legislatures and Casey Family Programs. The project features an 18-month technical assistance effort focused on improving safety and preventing fatalities within the child welfare system. The grant response was a collaborative effort with Governor Robert Bentley's staff and other partners in the state's child welfare system.

The purpose of the Three Branch Institute nationwide is to improve child safety and prevent child fatalities. It is also intended to help participating states develop an integrated and comprehensive plan by aligning the executive, legislative and judicial branches of state government. Increasingly, states are interested in bringing the three branches of government together to more fluidly improve the safety of children in foster care as well as those at risk of child welfare involvement.

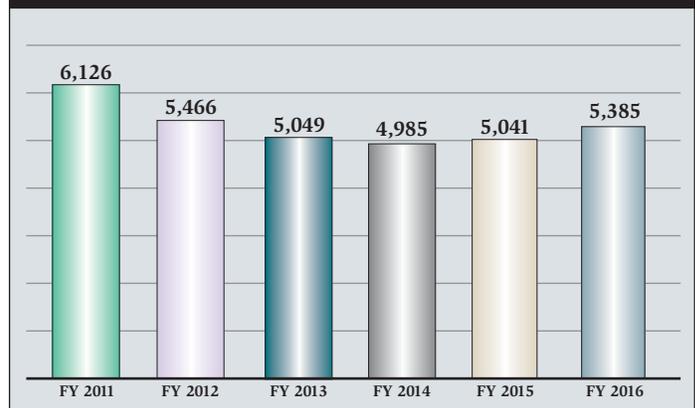
OFFICE OF FINANCIAL RESOURCE MANAGEMENT

The Office of Financial Resource Management works with county staff and contract providers of Residential and Therapeutic Foster Care to ensure that needed services are available for abused and/or neglected children and that policy is available so that services are provided in compliance with rules and regulations of the Medicaid Agency.

Revenues Received from the Alabama Medicaid Agency

PROGRAM	FY 2016
TARGETED CASE MANAGEMENT	\$14,908,792.50
MEDICAID REHABILITATIVE SERVICES	\$29,340,011.19
TOTAL	\$44,248,803.69

CHILDREN IN DHR CUSTODY by Fiscal Year Monthly Average



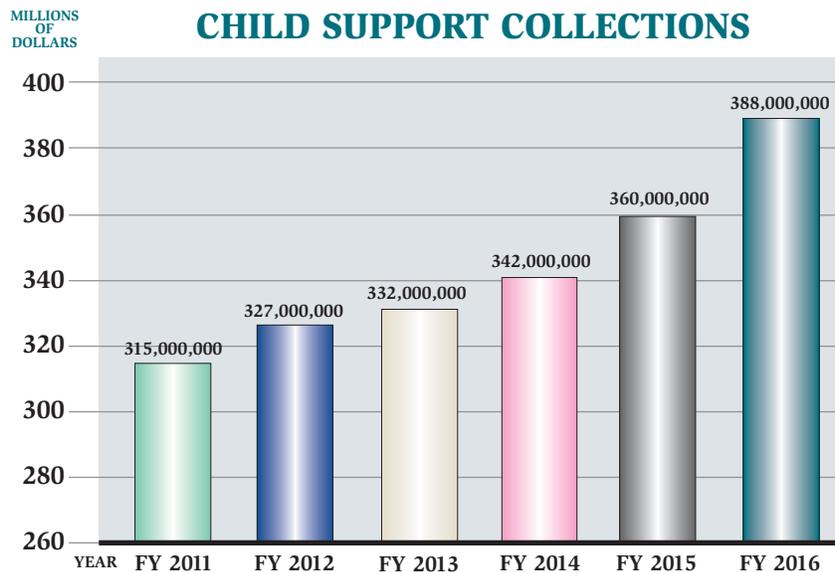
CHILD SUPPORT

Record Amount of Child Support Collected in FY 2016

Fiscal Year 2016 collections are a testimony to the effectiveness of automation and dedicated efforts of DHR child support staff. A record increase of \$28 million dollars is reflected in the nearly \$388 million dollars collected.

Continued automation efforts such as Electronic issuance of Income Withholding Orders, Financial Institution Data Match and Electronic Funds transfer for employer payment submissions combined with seeking appropriate and timely enforcement and conscientious efforts to “right size” child support orders, all contribute to the collections.

The Child Support Enforcement Division continues to partner with federal, state, and county child support staff, district attorneys, private attorneys, law enforcement officials, judges and other court officials, insurance companies, hospitals, the State Department of Labor, the Bureau of Vital Statistics, the TANF program, Medicaid, Child Welfare, the Department of Corrections, the Social Security Administration, numerous contractors and noncustodial parents all in an effort to provide consistent support payments for the children served by the agency.



Paternity Establishment Continues to Rise

Program performance has increased in paternity establishment with a continued increase of 1.51% reaching a total of 96.69% in DHR's 223,000 child support cases.

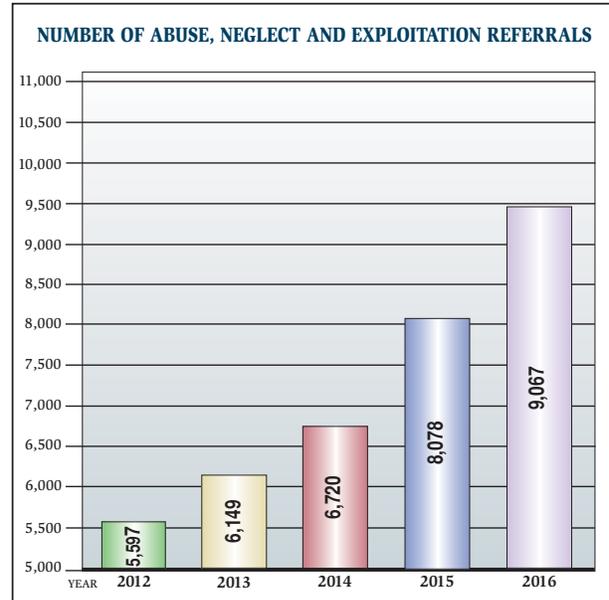
Paternity and court order establishment, along with collection efforts, help families develop lasting relationships and raises children out of poverty by helping families achieve self-sufficiency.

**Court orders were established in
87.5% of child support cases.**

ADULT PROTECTIVE SERVICES

Adult Abuse, Neglect and Exploitation Referrals Increase 12% in FY 2016

DHR received and investigated 7,077 Abuse, Neglect and Exploitation (ANE) reports in FY 2016. These reports involved 7,452 adults age 18 and older who were alleged to be in need of protection. The number of Prevention assessments completed was 1,990. Preventions included assessments of 2,046 victims for whom there was concern that abuse, neglect, or exploitation would occur unless some assistance was provided. The combined total of ANE reports and Prevention assessments was 9,067 and the total number of victims assessed was 9,498. The total of 9,067 referrals shows an increase of approximately 12% from FY 2015.



Coffee County Social Worker Named Spirit of NAPSA Award Recipient

Ms. Suezette Hatten, a social worker with Coffee County DHR, won the Alabama Spirit of APS Award in June 2016 and in August 2016 she was chosen for the Spirit of the National Adult Protective Services Association (NAPSA) Award. She received the Alabama award from Commissioner Nancy T. Buckner at a ceremony on June 10, 2016, in Birmingham at the County Director’s Training Conference and on August 31, 2016, she received the Spirit of NAPSA award in Philadelphia, PA. Ms. Hatten truly represents the Spirit of APS. She is known throughout Coffee County, for her compassion and expertise and always going above and beyond the call of duty.



Doris Ball, APS Division Director; Laura Coggins, Coffee County APS Supervisor; Suezette Hatten, Coffee County APS Social Worker; DHR Commissioner Nancy Buckner; Deana Stinson, Coffee County Director

ADULT PROTECTIVE SERVICES

World Elder Abuse Awareness Day

County departments participated in the World Elder Abuse Awareness Day (WEAAD) activities in June of 2016. The DHR county offices also coordinated their efforts of recruiting adult foster care homes beginning in the month of June. The activities included local press releases, proclamation signings, seminars, workshops, meetings with community agencies, purchasing of WEAAD tee shirts, hanging of purple ribbons, and balloon release ceremonies.

Additionally, each county department developed a community partnering plan to ensure all community partners are familiar with DHR's duties and responsibilities related to adult protective services and that community partners make appropriate reports of adult abuse, neglect, and exploitation to DHR.

FELICIA BROOKS PRESENTED THE Alabama Gerontological Society Professional Award

The Alabama Gerontological Society presented its Professional Award to DHR attorney Felicia Brooks at the annual conference during the award luncheon in Birmingham on April 14, 2016. The Professional Award is awarded to an individual employed in the field of aging in recognition of exceptional efforts "above and beyond" the scope of their job description or duties in enhancing the lives of older Alabamians.



APS Awarded Grant from the Administration for Community Living

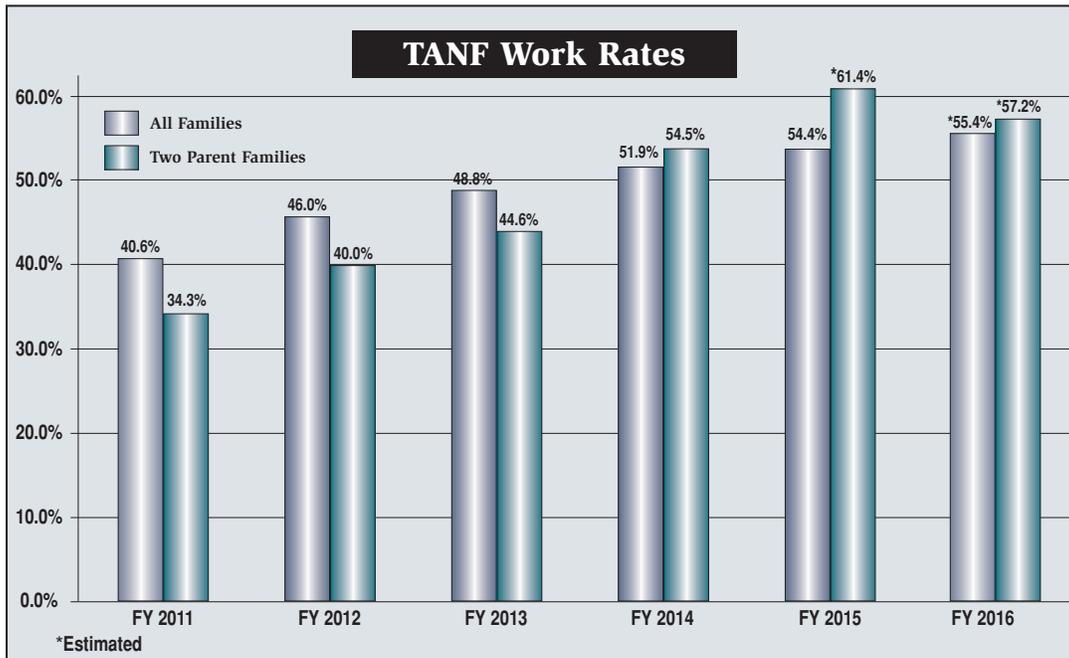
Alabama Adult Protective Services (APS) was awarded a grant of approximately \$255,000 for a two year period, 09/30/2015 through 09/29/2017, for enhancing State and local APS data collection. The goal of the project is to improve the quality of services provided and to document successful outcomes for APS clients through data collection consistent with the National Adult Reporting Maltreatment System (NARMS). Alabama has produced several case management system enhancements since the project started and will submit agency and case APS data for FY 2016 to NAMRS.

Protection of Vulnerable Adults from Financial Exploitation Act

Alabama became one of the first States to enact the Protection of Vulnerable Adults from Financial Exploitation Act in FY 2016. The act, effective July 1, 2016, mandates reporting of suspected financial exploitation by certain qualified investment professionals to DHR and the Alabama Securities Commission (ASC). The statute provides protection for vulnerable adults who are defined as persons 65 years or older and protected persons. This statute also provides for the delay of disbursements from vulnerable adult's investment accounts and for the release of records to DHR and ASC. DHR received 13 reports of investment financial exploitation in FY 2016.

FAMILY ASSISTANCE

Alabama is meeting the “All Families” work participation rate requirement and continues to make progress in the two-parent work requirement. Fifty-percent (90% for two-parent families) of Temporary Assistance for Needy Families (TANF) recipients are required to be participating in countable work activities each month to meet the federal work participation rate requirements.



JOB FACTS

- Average number of adults required to participate in the JOBS Program each month – 5,307
- Average number of two-parent families required to participate in JOBS each month – 70
- Adults who found employment each month averaged – 503
- Total monthly average of clients working – 2,793
- Average number of adults who participated in the Community Employment Program (CEMP) each month – 416
- Families Transitioned off TANF due to Employment - 671

Alabama Coalition Against Domestic Violence

The Alabama Department of Human Resources’ domestic violence prevention and assistance effort is managed by the **Alabama Coalition Against Domestic Violence (ACADV)**. The program funded by DHR is known as SAIL which is an acronym for Special Assessment Intervention Liaison. SAIL currently provides services to low income persons in all 67 counties in Alabama via 24 specialists.

Alabama Domestic Violence Hotline 1-800-650-6522

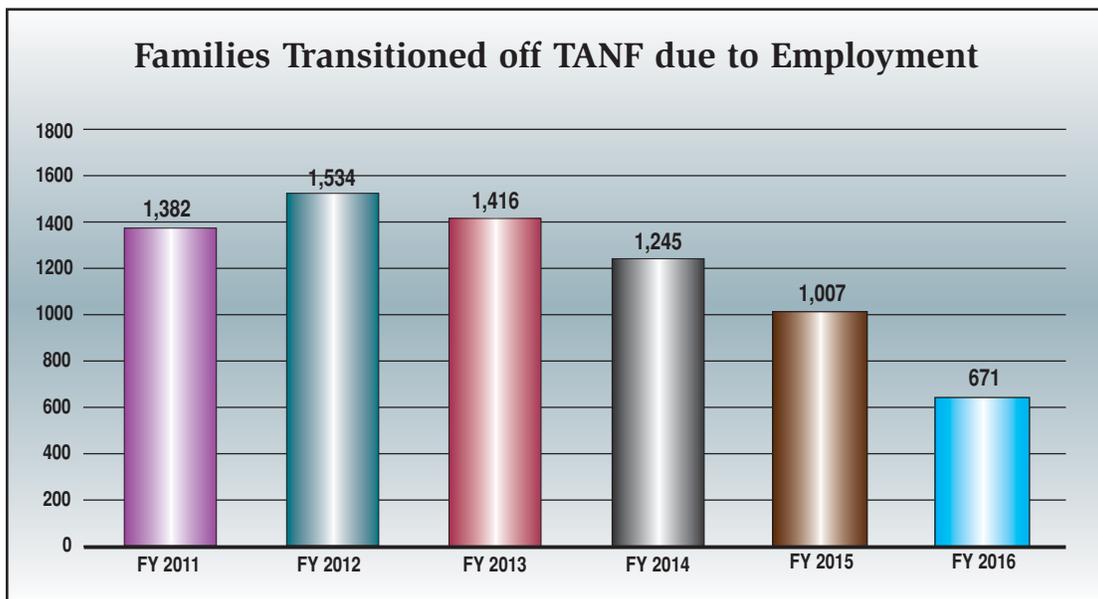
During FY 2016, the ACADV received 2,286 referrals for domestic violence via SAIL, worked with 776 SAIL participants, helped 110 participants acquire employment and provided financial assistance to 204 low income participants.

FAMILY ASSISTANCE

State Supplementation Program

The State Supplementation Program provides payments to needy elderly, blind and disabled persons. Its purpose is to supplement SSI benefits and/or other income to individuals who are in need of independent home-life care or specialized independent care and are paying someone to provide such care.

In FY 2016 an average of 67 individuals received benefits under the State Supplementation Program



Fiscal Year 2016

Family Assistance Program Statistics

- *Average caseload – 11,320*
- *Average monthly payment per case - \$190.91*
- *Average number of child recipients – 19,889*
- *Average number of child-only cases – 48%*
- *Non child-only cases receiving benefits beyond 36 months – 22.8%*

CHILD CARE SERVICES

Child Care Licensing

Child care licensing consultants made 4,953 visits to licensed child care centers and licensed day care homes in FY 2016 to determine compliance with minimum standards, license new facilities, renew licenses of existing facilities, investigate licensing complaints and to provide consultation to child care staff.

Licensed centers.....	998
Licensed child care homes.....	793
License exempt child care facilities.....	943

Early Head Start - Child Care Partnership

The Early Head Start – Child Care Partnership (EHS-CCP) is designed to increase the number of Early Head Start and child care providers that are able to meet the highest standards of quality for infants and toddlers. The goal of the program is to:

- **Combine the strengths of child care and EHS programs**
- **Layer funding to provide comprehensive services and high-quality early learning environments for low-income working families with infants and toddlers**
- **Integrate EHS comprehensive services and resources into the traditional child care and family care settings**

The Department is one of only seven state grantees for the EHS-CCP program and is the largest provider of services to family child care providers. The program is funded to serve 566 children. In FY 2016, up to 87% of the children served also received child care subsidy, exceeding the target of 80%.



The EHS-CCP Policy Council attended training with DHR staff in May 2016.

Kellogg Funding Initiatives

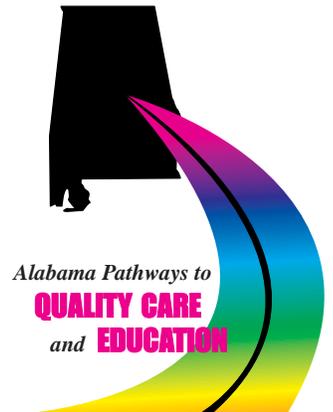
The Child Care Services Division was again awarded a grant from the W. K. Kellogg Foundation. The FY 2016 grant for \$750,000.00 will target initiatives to support the EHS-CCP program implementation of mental health consultation, child social emotional assessment training and facility security upgrades. The grant will also assist in the implementation of the Family Child Care QRIS (Quality Rating and Improvement System) pilot.

Alabama Quality STARS – *“Look for the STARS”*



Twenty-one child care centers achieved STAR rating in the Alabama Quality STARS - QRIS (Quality Rating and Improvement System). This achievement provides the foundation for centers to offer quality early care and education services for children and families in their community. The STAR rating identifies the center as meeting standards above and beyond minimum licensing requirements. STAR rated centers receive higher reimbursement for children participating in the child care subsidy program.

Child Care Services established the Alabama Pathways - Professional Development Registry (PDR). The PDR database allows the Child Care Division to track the professional development qualifications of child care practitioners. In the first six months of implementation, 676 child care practitioners registered in the PDR database. Of those registered, 62% have an associate’s or higher degree in child development, early childhood education or early education.



Child Care Subsidy Program

The child care subsidy program provides Alabama’s low and moderate-income families with equal access to affordable and quality child care services as they participate in work, educational or training activities. In August 2016, the Department implemented an across-the-board 6% increase in the child care subsidy program reimbursement rate.

- Children enrolled in the program as of September 30, 2016 32,651
- Dollars reimbursed to child care providers \$83.9 million
- Children on the Waiting list as of September 30, 2016 7,970

FOOD ASSISTANCE

Food Assistance Division Earns Performance Bonus Award

Alabama was one of six states with the highest percentage of timely processed Supplemental Nutrition Assistance Program (SNAP) applications during FY 2015. The award, presented by the United State Department of Agriculture (USDA), totaled \$3,418,525. Alabama's timeliness rate was 95.60 percent.

The award funding will be used to help ensure that SNAP benefits are provided to Alabama families and children who need assistance and to enhance DHR's program integrity efforts.

The USDA requires that the award be used for SNAP related expenses such as investments in technology, improvements in program administration and the distribution of SNAP benefits and actions to prevent fraud, waste and abuse in the program.

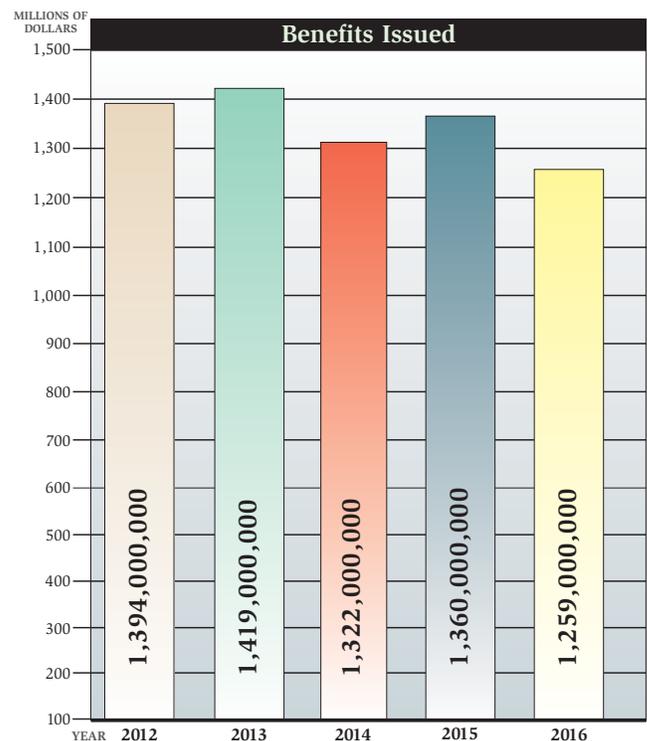


SNAP Participation Decreases in FY 2016

The total amount of SNAP benefits decreased from \$1.36 billion to \$1.26 billion in FY 2016. The decrease was largely due to the expiration of federal work requirement waivers that were put in place as part of the American Recovery and Reinvestment Act of 2009.

The work requirement mandates that able-bodied adults without dependents must work, volunteer or attend a qualified education program for a minimum of 80 hours per month or lose their SNAP benefits after three months.

The waiver expired on December 31, 2015 for all but 13 Alabama counties. Approximately 35,000 individuals became ineligible for SNAP benefits after their three month period ended.





FOOD ASSISTANCE

Fraud Investigation Results in 8 Indictments in Morgan County

A DHR fraud investigation resulted in the indictment of eight north Alabama residents on felony charges for the fraudulent use of SNAP benefits in Morgan County. Three of the suspects, a store owner and two store employees, were accused of having and using multiple electronic benefit transfer (EBT) cards which were provided to them by the other five suspects.

DHR remains committed to reducing the amount of fraud in the Food Assistance Program and welcomes reports from the public in instances where fraud is suspected, either by individuals or by stores approved by FNS to accept benefits.

FRAUD FACTS

- In FY 2016, 819 cases were determined to have overpayments due to recipient fraud.
- Sixty-one fraud cases were prosecuted in court.
- Seven hundred fifty-eight cases were handled through the administrative process.
- Six million was collected for past overpayment of benefits with almost \$1.5 million due to fraud.
- \$4.5 million was due to reasons other than fraud, including administrative errors.

Alabama AESAP Program Wins Awards

In November 2015, the American Association of SNAP Directors (AASD), an affiliate organization of the American Public Human Services Association (APHSA), presented the Alabama Elderly Simplified Project (AESAP) the Distinguished Service Award as a national leader in innovative services for the elderly.

AESAP is a demonstration project designed to serve low income Alabama citizens 60 and over, with no earned income. They are not required to come into a county office for an application or interview and all contact is handled by telephone and through the mail.

Other states have implemented similar projects based on Alabama's success in significantly increased program participation by low-income elderly citizens while maintaining a high accuracy rate and application processing rate in excess of 99 percent.



FIELD ADMINISTRATION



Emergency Welfare Services

- Field Administration staff participated in Alabama Emergency Management Agency (AEMA) exercises and trainings, including the annual Winter Weather Exercise at the State Emergency Operations Center and AEMA Division offices on November 2, 2016.
- The Office of Emergency Welfare Services/Employee Safety (EWS/ES) participated in quarterly Functional and Access Needs in Disasters (FAND) meetings co-chaired by the Governor's Office on Disability (GOOD) and Alabama Department of Public Health (ADPH).
- EWS/ES hosted quarterly Mass Care conference calls in coordination with ADPH's Center for Emergency Preparedness and Alabama Emergency Management Agency. Sheltering and Mass Care (ESF6) support agencies, including American Red Cross, The Salvation Army, and Governor's Office on Disability provided updates on emergency preparedness activities undertaken to prepare for an all hazards response.
- EWS/ES staff collaborated with local, state, and national agencies/organizations to identify and survey additional Mass Care and Medical Needs shelters.
- Field Administration staff deployed to Small Business Administration (SBA) Disaster Loan Outreach Centers (DLOCs) to assist citizens and businesses impacted by severe storms, tornadoes, straight-line winds, and flooding during the period of December 23-31, 2015.
- The Offices of EWS/ES and Training educated new staff on their responsibilities for Sheltering/Mass Care Operations and Emergency Duties when DHR is directed by the Governor to assist with response and recovery missions.
- EWS/ES worked with Serve Alabama, United Way, and other state agencies to propose revisions to policies and procedures for the Governor's Emergency Relief Fund (GERF). The GERF provides assistance to individuals and families, through local Long Term Recovery Committees, with recovery costs that are a direct result of a disaster or emergency.

OFFICE OF TRAINING

Field Administration's Office of Training continued to develop, administer and evaluate training modules for DHR's online learning management system known as LETS (Learning, Education, and Training System). This system aids the development of over 4,000 DHR employees. In addition to administering courses on topics such as employee safety, emergency welfare duties, and confidentiality, the Office of Training continued to assist the training divisions within DHR's different program areas in delivering their trainings through LETS.

By providing online training through LETS, DHR is able to reduce travel expenses and time spent away from work for both trainers and participants while providing more standardized training. LETS also tracks instructor-led trainings in order to maintain a complete training history for employees.

The Office of Training continued to administer the Child Abuse Mandated Reporters Training and the Adult Abuse Mandated Reporters Training for the citizens of Alabama through DHR's public interactive training website (<http://training.dhr.alabama.gov>). Both of these trainings were developed as part of a statewide effort to ensure mandated reporters receive the necessary training to better protect Alabama's children, elderly, and disabled adults.

FIELD ADMINISTRATION

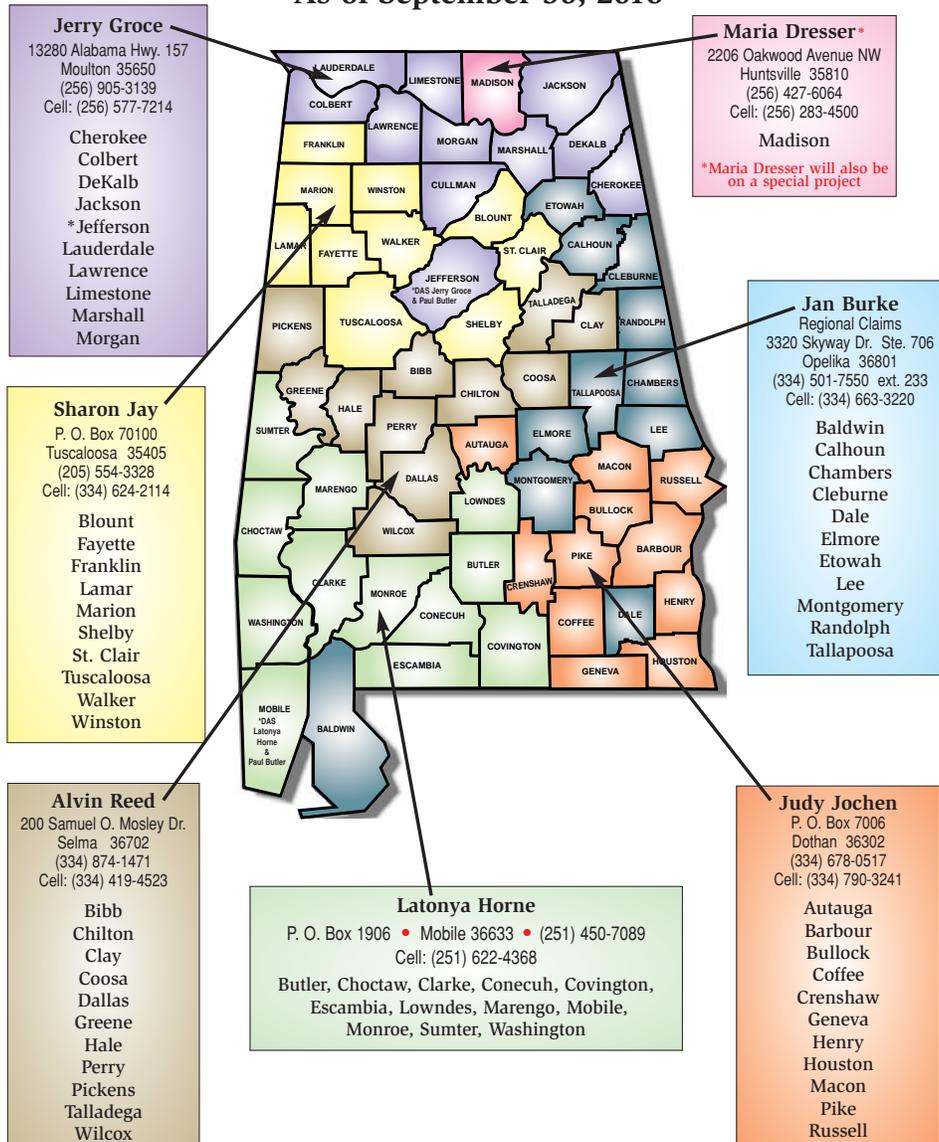
STAFF DEVELOPMENT

During FY 2016, Staff Development continued partnerships with professional social work education programs throughout Alabama to provide training and education to current and prospective child welfare social workers via the Title IV-E Traineeship Agreement. Through these partnerships, child welfare staff received training on working with families dealing with substance use and abuse, and county directors participated in leadership, supervision, and management training. Over 1000 child welfare staff participated in child welfare leadership training designed specifically for current and future child welfare leaders in Alabama.

Staff Development continued to provide support for the Department's Social Work Licensure Initiative throughout FY 2016. Social Work Licensure Supervision, in accordance with Alabama State Law and the Alabama Board of Social Work Examiners Administrative Code, was provided to approximately 130 licensed employees throughout the State. Social Work Licensure Supervisors provided crisis intervention assistance to foster parents and employees of the Department working with cases of particularly severe child abuse. Crisis and grief intervention is also provided to employees dealing with the unexpected deaths of co-workers.

DISTRICT ADMINISTRATIVE SPECIALISTS

As of September 30, 2016





USES OF FUNDS

Salaries	168,857,932
Employee Benefits	76,368,819
In-State Travel	8,987,818
Out-of-State Travel	440,668
Repairs and Maintenance	1,000,000
Rents and Leases	23,353,529
Utilities and Communications	10,812,701
Professional Services	34,065,964
Supplies, Materials and Operating Expenses	9,317,949
Transportation Equipment Operating Costs	42,830
Grants & Benefits	1,603,254,794
Capital Outlay	112,500
Other Equipment Purchases	1,684,236
Non-Expenditure Disbursements	0
TOTAL USES OF FUNDS	\$1,938,299,740

ALABAMA DEPARTMENT OF HUMAN RESOURCES

SOURCES AND USES OF FUNDS FOR 2016

SOURCES OF FUNDS

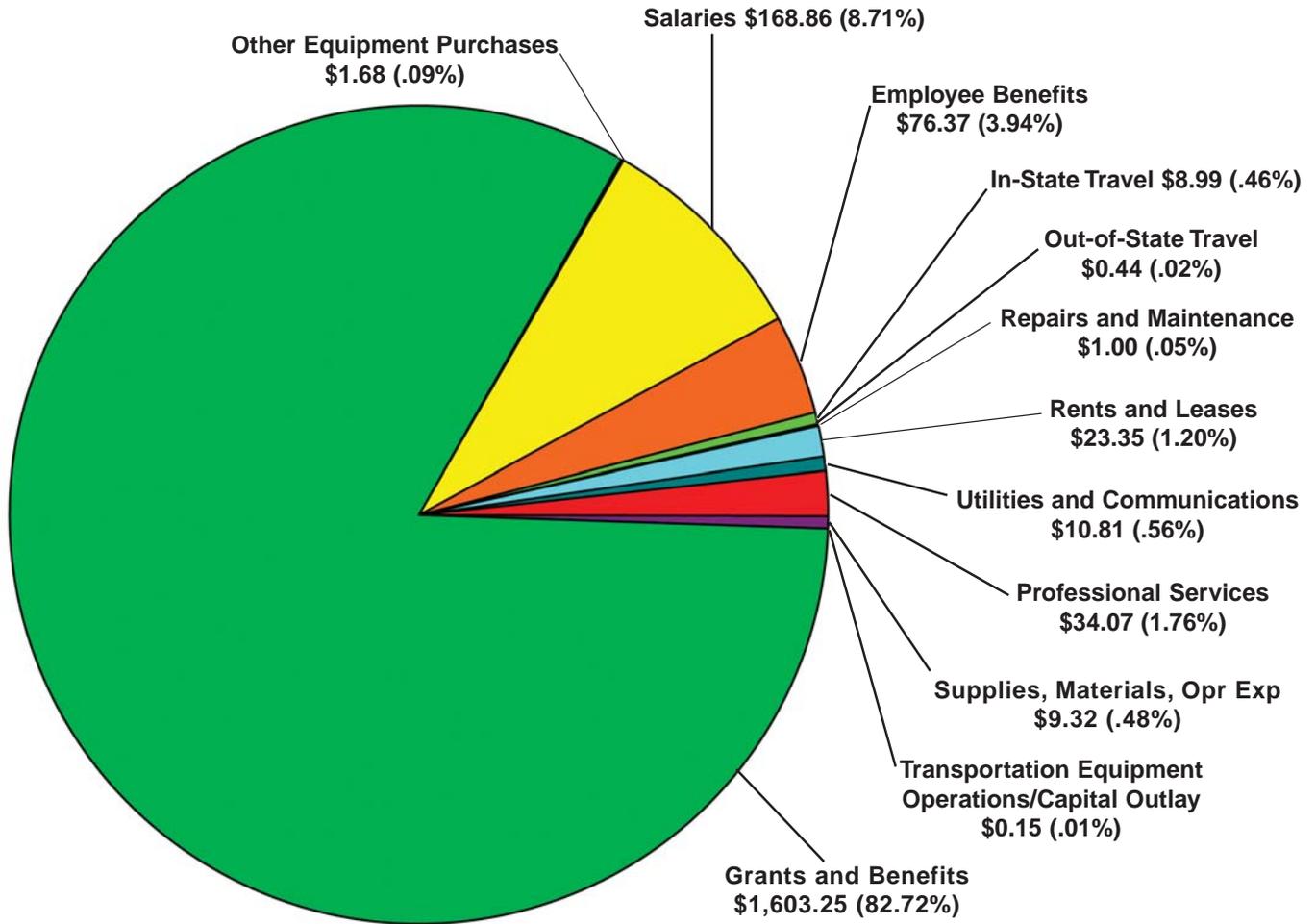
FEDERAL AND LOCAL FUNDS

Federal Temporary Assistance to Needy Families	65,985,224
Federal Title IV-B Funds	11,310,761
Federal Title IV-D Funds	23,325,601
Federal Title IV-E Funds	58,603,977
Federal Title XIX Funds	63,541,469
Federal Social Services Block Grant-Title XX	33,784,768
Federal Child Day Care Discretionary Funds	25,267,225
Federal Child Day Care Mandatory Funds	16,441,707
Federal Child Day Care Matching Funds	27,259,280
Federal USDA Funds	1,304,825,776
Federal Child Abuse Grant	468,669
Early Head Start Grant	7,505,877
Local Contract Funds	131,100
Child Support Interest and Fees	190,871
Casey Foundation Grant	3,750
Thomas Foundation Grant	148,100
Kellog Foundation Grant	750,000

STATE FUNDS

Transfers from MNC Agencies	1,102,024
Foster Care Trust Fund	19,451
General Fund Transfer	58,708,632
Education Trust Fund Transfer	27,539,792
Whiskey Tax	45,871,841
ABC Profits	215,965
Beer Tax and Fortified Wine Tax	11,516,002
Confederate Pension Fund	20,773,500
Sales Tax	1,322,000
Sales Tax-Foster Care	500,000
Food Assistance Issuance	64,203,905
Tobacco Tax	2,697,772
Contractors' Gross Receipts	6,423,161
Other State Funds	2,267,709
Children First Trust Fund	9,321,550
Unencumbered Balance Forward	46,272,281
TOTAL FUNDS AVAILABLE	1,938,299,740

**DEPARTMENT OF HUMAN RESOURCES
EXPENDITURES BY OBJECTS
FY 2016**

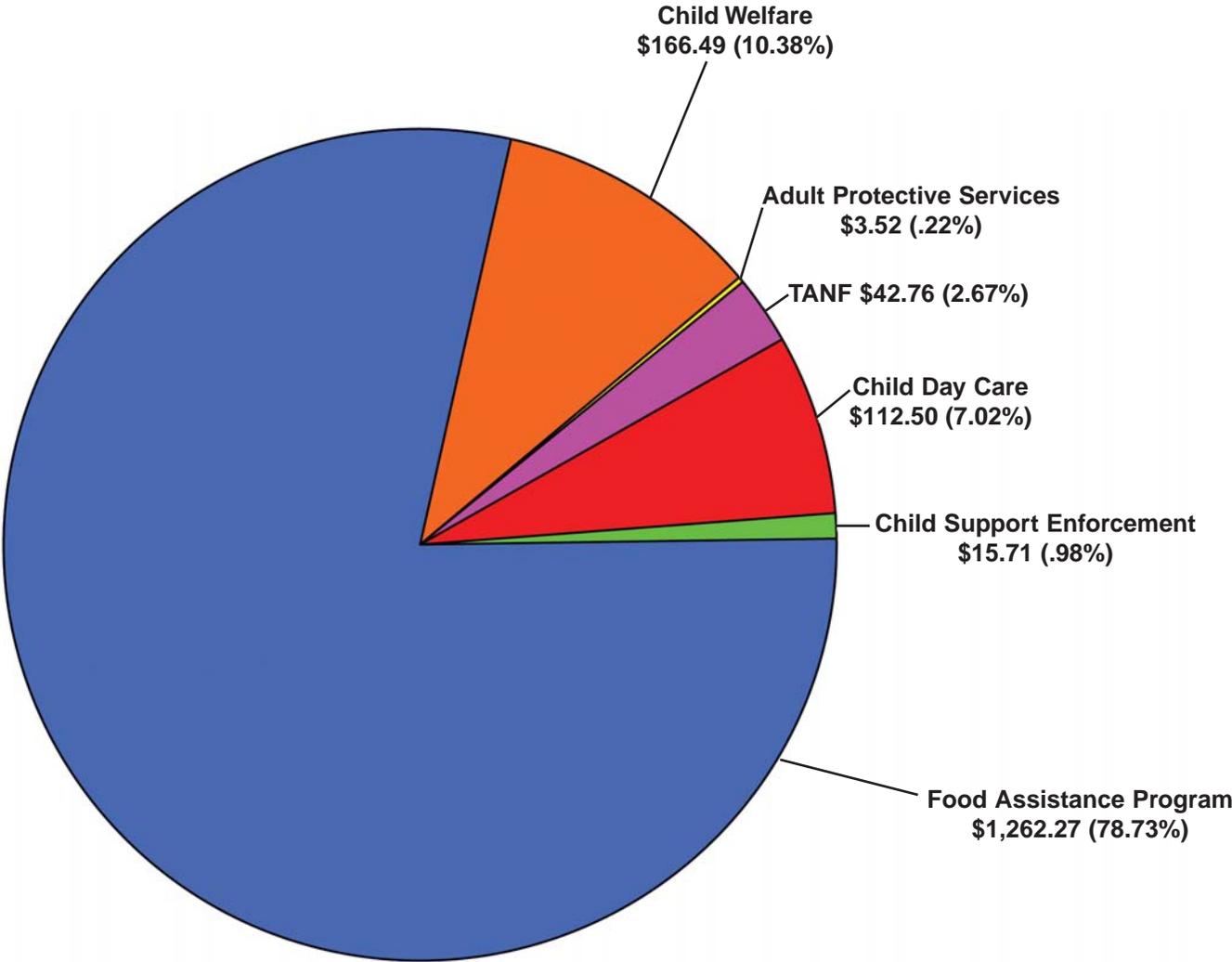


TOTAL EXPENDITURES = \$1,938,299,740

VALUES = MILLIONS

Amounts reported are as provided by the Executive Budget Office using the STAARS Performance Budgeting System.

DEPARTMENT OF HUMAN RESOURCES
GRANTS AND BENEFITS BY PROGRAM
FY 2016

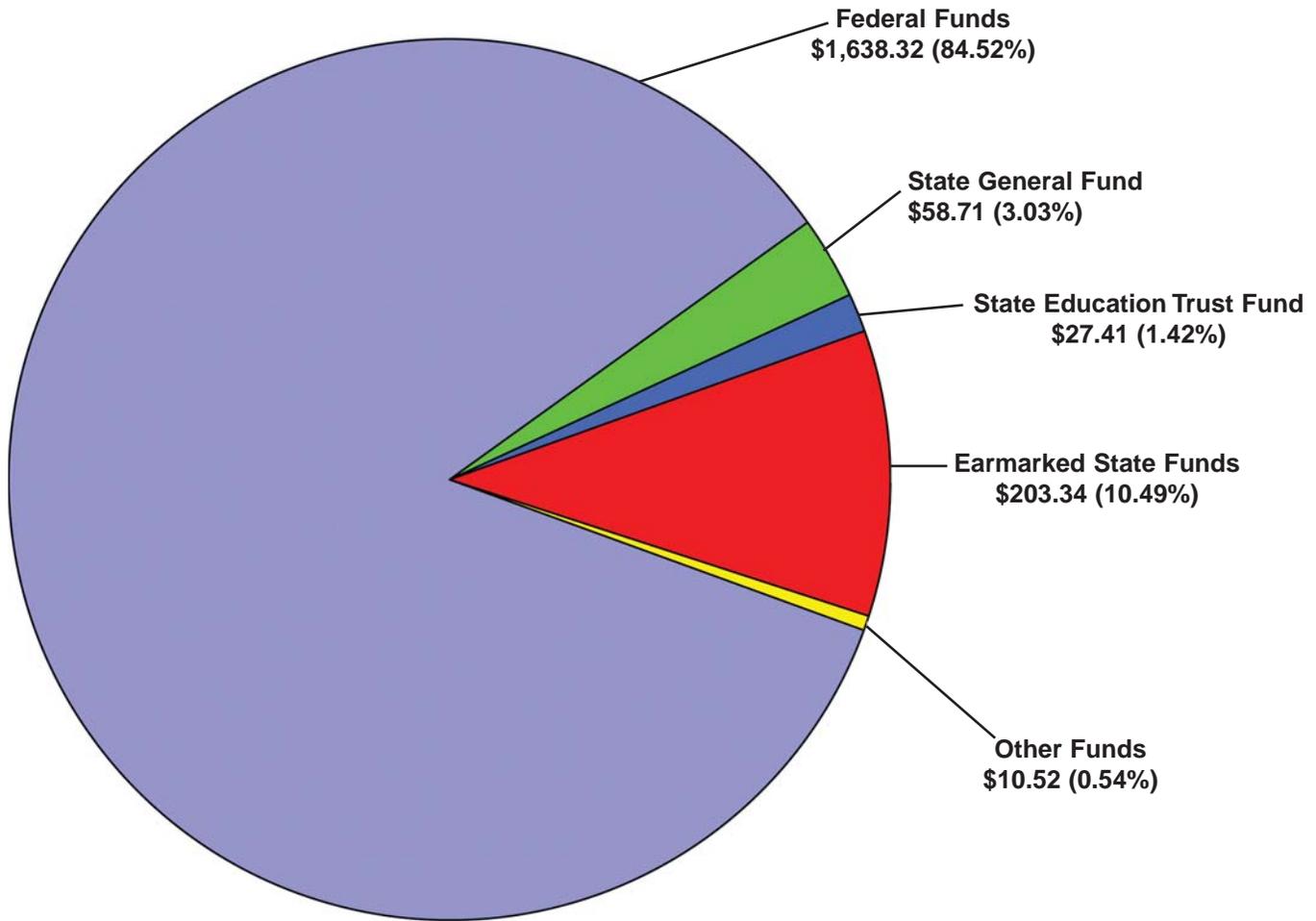


TOTAL GRANTS AND BENEFITS EXPENDITURES = \$1,603,254,794

VALUES = MILLIONS

Amounts reported are as provided by the Executive Budget Office using the STAARS Performance Budgeting System.

DEPARTMENT OF HUMAN RESOURCES
REVENUE SOURCES
FY 2016

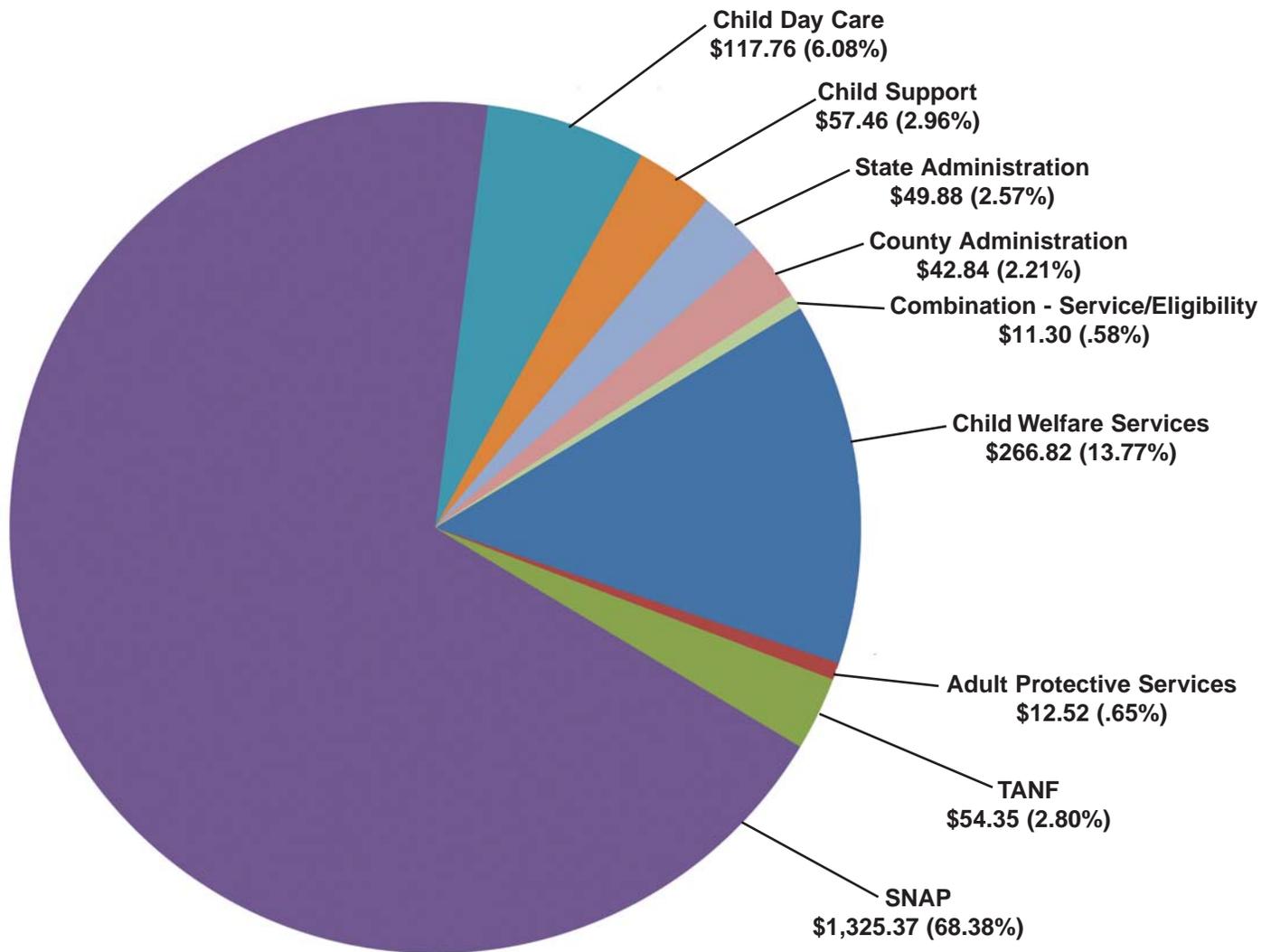


TOTAL FUNDS = \$1,938,299,740

VALUES = MILLIONS

Amounts reported are as provided by the Executive Budget Office using the STAARS Performance Budgeting System.

DEPARTMENT OF HUMAN RESOURCES
EXPENDITURES BY FUNCTIONAL AREA
FY 2016



TOTAL EXPENDITURES = \$1,938,299,740

VALUES = MILLIONS

Amounts reported are as provided by the Executive Budget Office using the STAARS Performance Budgeting System.

DHR COUNTY DEPARTMENTS

DIRECTORY

FY-2016

With some exceptions, the programs and services of the Alabama Department of Human Resources are provided by or through the agency's 67 County Departments of Human Resources. All DHR county departments have boards appointed by local governments. These County Boards of Human Resources are the hiring authority for the DHR County Director.

AUTAUGA

Director: Onya Myhand
203 North Court Street
Prattville, AL 36067
telephone: (334) 358-5000

BALDWIN

Director: ReMigia Coleman
22259 Palmer Street
Robertsdale, AL 36567
telephone: (251) 945-2400

BARBOUR

Director: Eric Graves
Clayton Industrial Park
276 Highway 239 South
Clayton, AL 36016
telephone: (334) 775-2000

BIBB

Director: Carla Emmons
84 Library Street
Centreville, AL 35042
telephone: (205) 926-2900

BLOUNT

Director: Catherine Denard
415 5th Avenue East
Oneonta, AL 35121
telephone: (205) 274-5200

BULLOCK

Director: Tracy Larkins
201 North Powell Street
Union Springs, AL 36089
telephone: (334) 738-0111

BUTLER

Director: Jennifer Dunkin
109 Caldwell Street
Greenville, AL 36037
telephone: (334) 382-4400

CALHOUN

Director: Sam Smith
415 West 11th Street
Anniston, AL 36202
telephone: (256) 240-2021

CHAMBERS

Director: Julia Ann Hyde
410 9th Ave. SW
LaFayette, AL 36862
telephone: (334) 864-4000

CHEROKEE

Director: Gerald Ware
202 Dean Buttram Sr. Avenue
Centre, AL 35960
telephone: (256) 927-1440

CHILTON

Director: Marilyn Colson
500 Airport Road
Clanton, AL 35046
telephone: (205) 280-2000

CHOCTAW

Director: Rosa Mickles
1003 Mulberry Avenue
Butler, AL 36904
telephone: (205) 459-9701

CLARKE

Interim Director: Alvin Reed
22609 Highway 84
Grove Hill, AL 36451
telephone: (251) 275-7001

CLAY

Director: Kay Robertson
86930 Highway 9
Lineville, AL 36266
telephone: (256) 396-6800

CLEBURNE

Director: Marsha Busby
732 Oxford Street
Heflin, AL 36264
telephone: (256) 463-1700

COFFEE

Director: Deana Stinson
3881 Salem Road
Enterprise, AL 36330
telephone: (334) 348-2000

COLBERT

Director: Brandy Trapp
3105 George Wallace Blvd.
Muscle Shoals, AL 35661
telephone: (256) 314-4900

CONECUH

Director: Kristi Maddox
856 Liberty Hill Drive
Evergreen, AL 36401
telephone: (251) 578-3900

DHR COUNTY DIRECTORS



Top from left: Dan Williams, Assistant Director, Jefferson County; Tracy Miller, Limestone County; Denise Raines, DeKalb County; Marcia Parker, Marshall County; Corey Williams, Lawrence County; Teri Coley, Assistant Director, Jefferson County; Doug Heath, Assistant Director, Jefferson County; Cindy Bratcher, Lauderdale County

Bottom from left: Kristie Crabtree, Jackson County; Gerald Ware, Cherokee County; Brandy Trapp, Colbert County; Angela McClintock, Jefferson County; Lainie Alexander, Morgan County



Top from left: Barbara Harden, Dale County; Teresa Sauls, Etowah County; Sharonda Pettaway, Assistant Director, Montgomery County; Emily Jones, Lee County; Jan Casteel, Assistant Director, Montgomery County; Shayla Townsend, Randolph County; Sam Smith, Calhoun County

Bottom from left: Michelle Wood, Elmore County; Marsha Busby, Cleburne County; Karen Smith, Montgomery County; Julia Ann Hyde, Chambers County; Brenda Floyd, Tallapoosa County

COOSA

Director: Emily Jones
300 South Jackson Street
Rockford, AL 35136
telephone: (256) 377-2000

COVINGTON

Director: Lesa Syler
1515 Martin Luther King Jr. Expy.
Andalusia, AL 36420
telephone: (334) 427-7900

CRENSHAW

Director: Kristi Maddox
25 Hospital Drive
Luverne, AL 36049
telephone: (334) 335-7000

CULLMAN

Director: Amy Smith
1220 St. Joseph Street, NW
Cullman, AL 35055
telephone: (256) 737-5300

DALE

Director: Barbara Harden
513 Carroll Avenue
Ozark, AL 36360
telephone: (334) 445-4900

DALLAS

Director: Wanda Goodwin
200 Samuel O. Moseley Drive
Selma, AL 36702
telephone: (334) 874-1400

DEKALB

Director: Denise Raines
2301 Briarwood Avenue, South
Fort Payne, AL 35967
telephone: (256) 844-2700

ELMORE

Director: Michelle Wood
73932 Tallassee Highway
Wetumpka, AL 36092
telephone: (334) 514-3200

ESCAMBIA

Director: Lynn Barnes
326 Evergreen Avenue
Brewton, AL 36426
telephone: (251) 809-2000

ETOWAH

Director: Teresa Sauls
210 Hoke Street
Gadsden, AL 35903
telephone: (256) 549-4100

FAYETTE

Director: Jason Cowart
410 16th Street, NE
Fayette, AL 35555
telephone: (205) 932-1665

FRANKLIN

Director: Amber Steward
737 Highway 48
Russellville, AL 35653
telephone: (256) 331-5900

GENEVA

Director: Jason Hughes
1831 West Magnolia Avenue
Geneva, AL 36340
telephone: (334) 684-5800

GREENE

Director: Wilson Morgan
36 Park Street
Eutaw, AL 35462
telephone: (205) 372-5000

HALE

Director: Mattie Harris
906 Wheelan Street
Greensboro, AL 36744
telephone: (334) 624-5820

HENRY

Director: Julie Lindsey
507 Kirkland Street
Abbeville, AL 36310
telephone: (334) 585-4100

HOUSTON

Director: Stephanie McKnight
1605 Ross Clark Circle, SE
Dothan, AL 36301
telephone: (334) 677-0400

JACKSON

Director: Kristie Crabtree
205 Liberty Lane
Scottsboro, AL 35769
telephone: (256) 575-6000

JEFFERSON

Director: Angela McClintock
2001 12th Avenue North
Birmingham, AL 35234
telephone: (205) 423-4500

LAMAR

Director: Randy Shelton
250 Springfield Road
Vernon, AL 35592
telephone: (205) 695-5000

LAUDERDALE

Director: Cindy Bratcher
424 Veterans Drive
Florence, AL 35630
telephone: (256) 765-4000

LAWRENCE

Director: Corey Williams
13280 Alabama Hwy 157
Moulton, AL 35650
telephone: (256) 905-3100

LEE

Director: Emily Jones
1715 Corporate Drive
Opelika, AL 36801
telephone: (334) 737-1100

LIMESTONE

Director: Tracy Miller
1007 West Market Street
Athens, AL 35612
telephone: (256) 216-6380

LOWNDES

Director: Rachel Waters
382 State Hwy. 97 South
Hayneville, AL 36040
telephone: (334) 548-3800

MACON

Director: Linda Bibb
404 North Main Street
Tuskegee, AL 36083
telephone: (334) 725-2100

MADISON

Director: Tonita Phipps
2206 Oakwood Avenue, NW
Huntsville, AL 35810
telephone: (256) 427-6000

DHR COUNTY DIRECTORS



Top from left: Eric Graves, Barbour County; Linda Bibb, Macon County; Onya Myhand, Autauga County; Stephanie McKnight, Houston County; Jason Hughes, Geneva County; Kristi Maddox, Crenshaw County

Bottom from left: Cherry Jones, Russell County; Tracy Larkins, Bullock County; Julie Lindsey, Henry County; Leslie Kelly, Pike County; Deana Stinson, Coffee County



Top from left: Mattie Harris, Hale County; Marilyn Colson, Chilton County; Carla Emmons, Bibb County; Nicole Parker, Talladega County; Wilson Morgan, Greene County

Bottom from left: Wanda Goodwin, Dallas County; Crystal May, Perry County; Misty Creel, Pickens County; Juanita Spinks, Wilcox County

MARENGO

Director: Carol Dixon
701 South Shiloh Street
Linden, AL 36748
telephone: (334) 295-2000

MARION

Director: Kier Vickery
760 Industrial Park
Hamilton, AL 35570
telephone: (205) 921-6000

MARSHALL

Director: Marcia Parker
1925 Gunter Avenue
Guntersville, AL 35976
telephone: (256) 582-7100

MOBILE

Director: Stephanie Streeter
3103 Airport Blvd.
Mobile, AL 36606
telephone: (251) 450-7000

MONROE

Interim Director:
Latonya Wells-Horne
25 Legion Drive
Monroeville, AL 36460
telephone: (251) 743-5900

MONTGOMERY

Director: Karen Smith
3030 Mobile Highway
Montgomery, AL 36108
telephone: (334) 293-3100

MORGAN

Director: Lainie Alexander
507 14th Street, SE
Decatur, AL 35601
telephone: (256) 301-8800

PERRY

Director: Crystal May
1609 Highway 5, South
Marion, AL 36756
telephone: (334) 683-5500

PICKENS

Director: Misty Creel
401 Tuscaloosa Avenue
Carrollton, AL 35447
telephone: (205) 367-1500

PIKE

Director: Leslie Kelly
717 South Three Notch Street
Troy, AL 36081
telephone: (334) 807-6120

RANDOLPH

Director:
Shayla Boyd Townsend
865 Hillcrest Avenue
Wedowee, AL 36278
telephone: (256) 357-3000

RUSSELL

Director: Cherry Jones
1003 25th Avenue
Phenix City, AL 36869
telephone: (334) 214-5780

ST. CLAIR

Director: Cherri Pilkington
213 Fox Hollow Boulevard
Pell City, AL 35125
telephone: (205) 812-2100

SHELBY

Director: Kim Mashego
987 Highway 70
Columbiana, AL 35051
telephone: (205) 669-3000

SUMTER

Director: Della Whitfield
108 West Main Street
Livingston, AL 35470
telephone: (205) 652-5000

TALLADEGA

Director: Nicole Parker
P. O. Drawer 539
Talladega, AL 35161
1010 Ashland Hwy.
Talladega, AL 35160
telephone: (256) 761-6600

TALLAPOOSA

Director: Brenda Floyd
353 North Broadnax Street
Dadeville, AL 36853
telephone: (256) 825-3700

TUSCALOOSA

Director: Joy Humphrey
3716 12th Avenue East
Tuscaloosa, AL 35405
telephone: (205) 554-1100

WALKER

Director: Randy Redmill
1901 Highway 78 East
Jasper, AL 35501
telephone: (205) 387-5400

WASHINGTON

Director: Ashley Carlock
14921 St. Stephens Avenue
Chatom, AL 36518
telephone: (251) 847-6100

WILCOX

Director: Juanita Spinks
231 Depot Street
Camden, AL 36726
telephone: (334) 682-1200

WINSTON

Director: Diane Watson
991 Highway 33 North
Double Springs, AL 35553
telephone: (205) 489-1500

DHR COUNTY DIRECTORS



Top from left: Cherri Pilkington, St. Clair County; Joy Humphrey, Tuscaloosa County; Kim Mashego, Shelby County; Randy Redmill, Walker County

Bottom from left: Amber Steward, Franklin County; Kier Vickery, Marion County; Diane Watson, Winston County; Randy Shelton, Lamar County

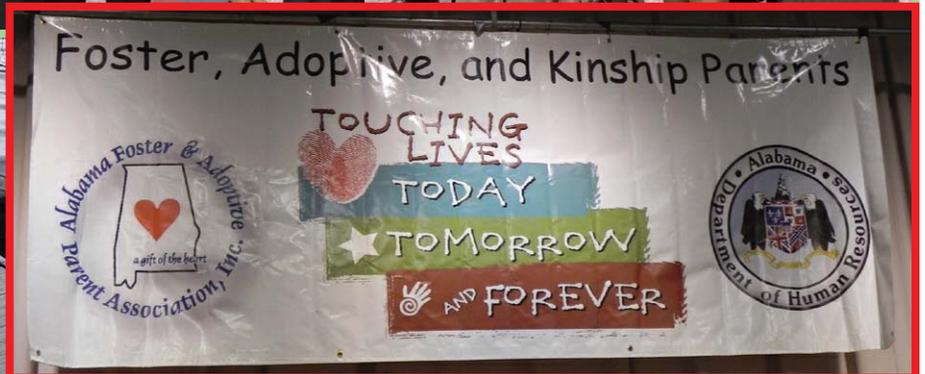


From left: Tonita Phipps, Director, Madison County; Tyron Newton, Assistant Director, Madison County; Rachael Heard, Assistant Director of Financial Programs, Madison County



Top from left: Rachel Waters, Lowndes County; Lesa Syler, Covington County; Carol Dixon, Marengo County; Ashley Carlock, Washington County

Bottom from left: Jennifer Dunkin, Butler County; Lynn Barnes, Escambia County; Stephanie Streeter, Mobile County



STATE OFFICE DIRECTORY

ALABAMA DEPARTMENT OF HUMAN RESOURCES

COMMISSIONER

NANCY T. BUCKNER

242-1160

CHIEF OF STAFF/ETHICS OFFICER

NANCY S. JINRIGHT

242-1160

DEPUTY COMMISSIONER FOR ADMINISTRATIVE SERVICES

JOEL MARSH

242-8395

DEPUTY COMMISSIONER FOR FAMILY RESOURCES

FAYE NELSON

242-9378

DEPUTY COMMISSIONER FOR CHILDREN AND FAMILY SERVICES

JOEL MARSH - Acting

353-3008

DEPUTY COMMISSIONER FOR FIELD ADMINISTRATION

PAUL BUTLER

353-1170

DEPUTY COMMISSIONER FOR CW QUALITY ASSURANCE

GINA SIMPSON

242-9330

CIVIL RIGHTS/EQUAL EMPLOYMENT

DESIREÉ JACKSON 242-1550

COMMUNICATIONS

JOHN HARDY 242-1850

LEGAL

SHARON FICQUETTE 242-9330

FINANCE

CONITHA KING 242-9425

ADULT PROTECTIVE SERVICES

DORIS BALL 242-1350

FOOD ASSISTANCE

BRANDON HARDIN 242-1700

QUALITY CONTROL

LARRY CAVER 242-1450

ADMINISTRATIVE HEARINGS

WILLIAM PRENDERGAST 242-1325

GENERAL SERVICES

JACQUELINE DARNELL 409-6800

RESOURCE MANAGEMENT

STARR STEWART 242-1650

CHILD SUPPORT ENFORCEMENT

LATHESIA SAULSBERRY 242-9300

INFORMATION SERVICES

LISA TOWNSEND 242-3244

TRAINING/FIELD ADMINISTRATION

DR. MELODY MESSICK 242-9275

CHILD CARE SERVICES

JEANETTA GREEN 242-1427

MANAGEMENT AND FISCAL ANALYSIS

(ACTING) JOEL MARSH 242-8395

ELECTRONIC BENEFITS TRANSFER

JULIA THOMAS 242-1723

PERSONNEL

KELLY LEVER 242-1780

EMERGENCY WELFARE SERVICES

EMPLOYEE SAFETY

PAUL SMELLEY 242-9275

PUBLIC INFORMATION

BARRY SPEAR 242-1850

FAMILY ASSISTANCE

(ACTING) FAYE NELSON 242-1773

FAMILY SERVICES

JOHN JAMES 242-9500

DHR INFORMATION

(334) 242-1310

FAX NO. FOR INFORMATION

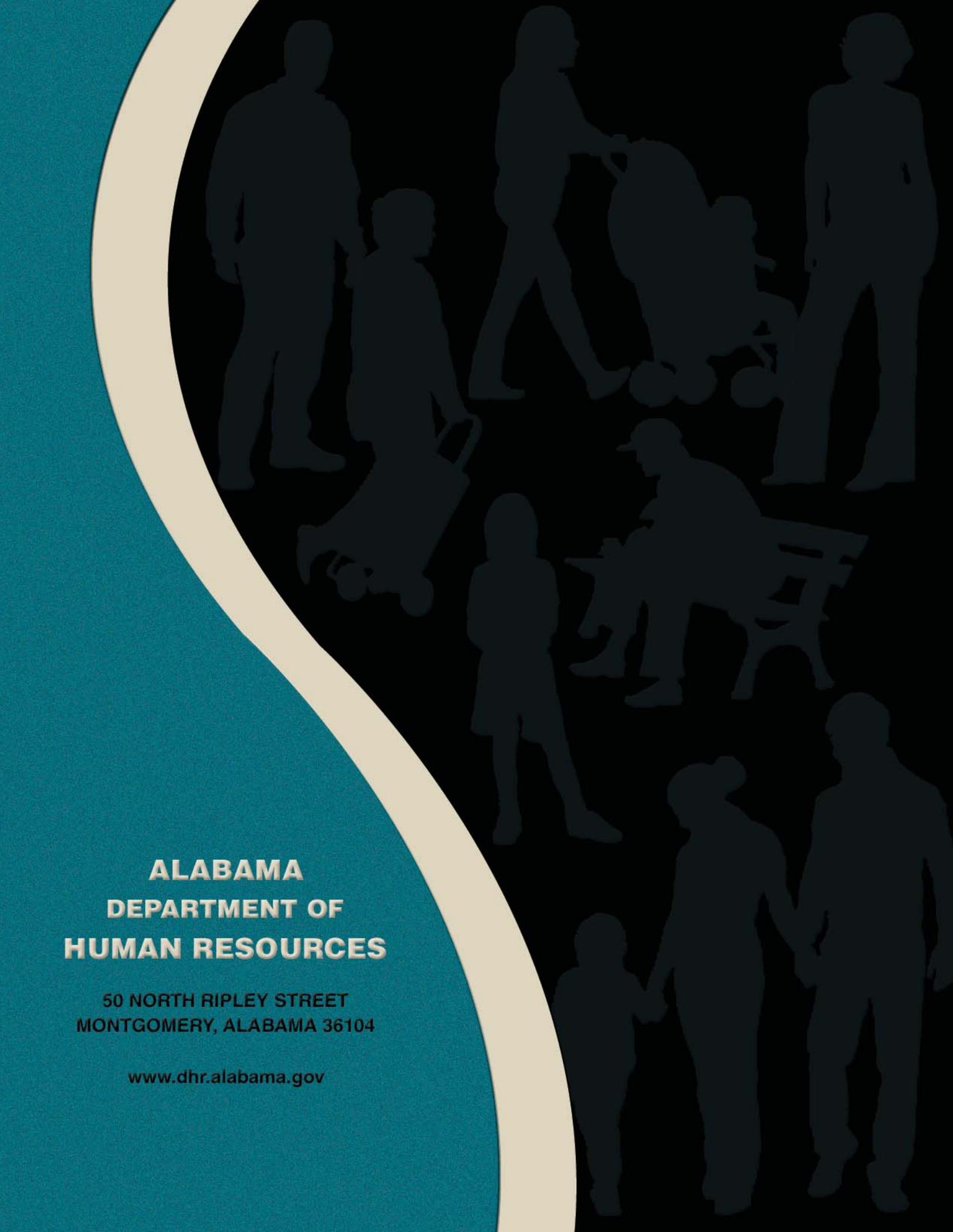
(334) 353-1115

E-MAIL ADDRESS FOR INFORMATION

communications@dhr.alabama.gov

DHR WEBSITE

www.dhr.alabama.gov

The background features a dark teal color with a large, light-colored curved shape on the left side. Overlaid on the dark teal are several dark grey silhouettes of people in various poses and activities, including walking, pushing a stroller, sitting on a bench, and holding hands. The text is located in the lower-left quadrant of the image.

**ALABAMA
DEPARTMENT OF
HUMAN RESOURCES**

50 NORTH RIPLEY STREET
MONTGOMERY, ALABAMA 36104

www.dhr.alabama.gov